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on the one hand support for the war is provided, and, on the other, the farmers recover or increase their enthusiasm for production and thus promote the betterment of rural life.

9. Complete the regularization of the Party branches in line with the correct policy.

10. Gradually change the emphasis from land-reform work to that of restoring and increasing agricultural production. Start by forming, among the farm laborers, well-to-do farmers, and landlords, small emergency labor groups and other cooperative teams, organized on the basis of two principles: voluntary action and the quid-pro-quo mutual exchange of services. Prepare good seeds, fertilizers, and fuel; make wise production plans; distribute agricultural loans where needed and where possible (primarily productive goods, which must be refunded, clearly distinguishing between them and relief funds); also formulate plans for water conservancy where feasible.

The above activities represent the complete transition from land reform to the production goal. Everyone engaged in land-reform work should be made to understand the idea of this transition in order to avoid ex parte action. The opportunity of accomplishing these things during the coming fall and winter seasons must not be lost.

To accomplish the above-mentioned tasks, completion of the following work is required during the next 3 months, June, July and August.

1. Determine the scope of land-reform objectives.
2. Conduct good conferences of Party workers.
3. All land-reform workers must be on the site and ready to work by the first part of September, and have started work by the latter part of September; otherwise, valuable time will be lost and the work cannot be completed in time to prepare for spring planting.

Party workers must be trained to be able to size up situations in different places and at different times, and to decide what needs to be done and the best methods to be adopted. Distinctions are to be made between urban and rural areas, old, semiold, and new areas, and those near the enemy.

Wherever the feudalistic system has been eradicated and land reform carried out, some poor farm laborers, having received the average amount of land, may feel dissatisfied because there is a difference between what they received and what the middle-class farmers have (which difference is permissible) and still may clamor for further rearrangement of land. But the land-reform program must already be considered accomplished; do not discuss the matter further. The task in such regions is to get on with the business of production, and the regularization and strengthening of the Party and aid to the front lines. If in some of the villages of an area there is still some land to be redistributed or readjusted, or some land deeds still to be issued, of course these matters should be finished up according to the circumstances.

In all liberated areas, whether or not land reform has been completed, Party workers this fall should promote the cultivation of wheat land and see that some winter wheat is actually planted. During the winter the collection of fertilizer should be pushed. All this has an important bearing on 1949 production and yields. Executive authority should be used to accomplish these objectives by assigning labor tasks to the people.

Firmly overcome undisciplined and anarchical attitudes that still exist in a number of places, which are manifested in unauthorized changes of Central Committee or other high level policies and strategy, and the execution of policies and strategy which are considered to be right but which are extremely detrimental to

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unity and discipline. Also overcome the error on the part of some officials of neglecting to secure instructions in advance of action or of reporting afterward, on the pretext of urgency or lack of time, and acting as though the area of which they are in control was an independent country. Such conduct is extremely damaging to the revolutionary cause. All levels of Party workers should give repeated consideration to this matter so as to be able to recognize and overcome this sort of undisciplined and lawless attitude, and so that all necessary powers shall be concentrated in the Central Committee and its representative organs.

All means of communication (electrical and otherwise), newspapers, meetings, conferences, and interviews, should be fully utilized to promote close mutual liaison, to exchange of experience and intelligence, to correct errors, and to report accomplishments. Do not wait several months or longer before reporting to your superiors or before issuing instructions to your subordinates. When such reports or instructions are delayed, they have lost their usefulness; it is too late to correct errors and great damage may have been done. The pressing requirements of the whole Party are reports and instructions that have not lost their timeliness, vitality, or objectivity.

Both city and rural work must be attended to. Make assignment of duties for both types of work to the proper parties for execution. For instance, because occupied with land reform and agricultural production, do not neglect industrial production in the cities; that would be a serious violation of orders.

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